

# BENJAMIN J. HOLZMAN

## EXECUTIVE VICE PRESIDENT - HEALTHCARE OPERATIONS

**Business Acumen ♦ Fiscal Acuity ♦ Organizational Ingenuity ♦ Transformative Servant Leadership**

**Deeply and Broadly Experienced Operations Management Professional** with proven success capitalizing on growth potentials, realizing aggressive expansion goals, and enriching the quality of healthcare delivery. An intuitive strategist, progressive innovator, and resourceful, resolute driver of operational precision. Skilled in structuring organizations to exceed customer expectations, outperform financial prospects, and deliver consistent, exceptional, compassionate quality care.

Clear, concise, and impactful communicating vision, purpose, and tactics across internal disciplines and to third-party stakeholders. A demanding albeit empathetic leader skilled at building rapport that energizes coaching and mentoring at all levels. Passionate about taming the ever-changing healthcare environment and making meaningful differences in the lives of those served. Trusted, respected, and depended upon when consequential solutions need positive resolution.

- \* Paradigm Shifting
- \* Imaginative Thought
- \* Patient Delight
- \* Collegial Style

### CORE COMPETENCIES

Multi-Site Management	Stakeholder Rapport & Trust	Ethics & Values
Subject-Matter Expertise	Direct Reports Advancement	Business Development
Mission / Vision / Direction	P&L Accountability / EBITDA	Project Design & Control
Corporate Culture Change	Teaching / Coaching / Mentoring	Team Building & Guidance

### PROFESSIONAL EXPERIENCE

**Encore Support Services** | Brooklyn, NY; Teaneck, NJ; Detroit, MI

2022 - 2023

*A multi-site, privately-owned health practice providing home and school-based applied behavioral analysis (ABA) to children on the autism spectrum.*

#### Executive Vice President of Operations

Doubled the number of operating units by establishing businesses in five states, increased New Jersey and Michigan revenue 11%, spearheaded activation of a startup strategy, and centralized the client intake and professional talent acquisition process.

#### *Enhanced Clinic Operational Efficiency*

- **45% reduction in field-level administrative work attained** by instituting centralized support teams based on insights gained from extensive employee surveys and interviews conducted to assess personnel needs.
- **5%+ widening of workforce diversity nurtured** by expanding recruitment efforts beyond the customary ethnic community and broadening the acceptance language in the company's equity and inclusion principles.
- **Earned Behavioral Health Center of Excellence (BHCOE) accreditation** by exceeding the certifying body's standards of excellence through an upgrading of the clinic's policies in a collaborative effort with the director of operations.
- **Ensured new hires understood and adhered to mission and ethics expectations** by adding subject-matter training materials to the onboarding curriculum.
- **2.6-week average shortening of new patient start time achieved** by devising and installing more efficient processes for acquiring medical and intake / admission professionals.

#### *Increased Corporate Profitability*

- **\$1 million in potential revenue gain uncovered** by piloting an audit of private insurance claims that revealed billing errors, untimely filings, lack of prior authorization, and questions about clinician credentials.
- **4% shrink in variable expenses for five units realized** by mentoring administrators on budgeting standards and variable cost determination resulting in diminishing the need for corporate fiscal oversight.

- **2 markets added to the company footprint** in eleven months by designing and activating a standardized expansion plan that incorporated referral relationships, payer-source mix, socioeconomic considerations, and disease prevalence.

**Behavioral Innovations** | Austin; College Station; Houston, TX

2020 - 2022

*A multi-site, private-equity-backed health practice providing center-based, applied behavioral analysis (ABA to children on the autism spectrum).*

**Regional Director of Operations**

Facilitated a 25% monthly rise in client numbers producing a 33% hike in annual revenue to \$24 million. Led an expansion campaign that opened seven facilities in the company's primary market.

- **8% EBITDA boost delivered** by initiating a cost-reduction offensive and concurrent quality-efficiency effort.
- **Championed the company paying** salaried and hourly employees for reimbursable hours lost to inclement weather.
- **Furthered the addition of nine regional units (53%)** by overseeing supplemental facility build out, ensuring code compliance, directing procurement, managing marketing and sales, and supervising hiring, onboarding, and training.
- **Made possible the promotion of two subordinates** by piloting creation of a company career-advancement program that allowed capable individuals to verify acceptable qualifications through data analytics.
- **Surpassed peers in annual revenue**, business-unit additions, and EBITDA performance by creating and driving implementation of a 12-month P&L improvement plan utilizing communication and organizational rapport skills.
- **10+% bump in daily patient therapy hours gained** by mentoring clinicians on care delivery, communication with parents, and time-management strategies.

**ATI Physical Therapy** | Milwaukee, WI; Tacoma, WA

2008 - 2020

*A multi-site, private-equity-backed, center-based physical therapy practice specializing in evidence-based care, workers' compensation rehabilitation, employer worksite solutions, sports medicine, and home health.*

**Regional Director of Operations** | Tacoma, WA | 2019 - 2020

Guided transition from a single-office concern to management of a multi-site operation producing \$5.5 million in revenue by focusing on integration of acquired competitors within a productive functional framework. Authored performance-management assessments, expanded training and credentialing, and identified opportunities for P&L improvement.

**Regional Director of Clinical Excellence** | Milwaukee, WI | 2017 - 2019

Concurrent with fulfilling the Director's responsibilities, improved visits within target centers 16% and billings per visit 8%. Launched a state-wide clinical-care mentoring program and ensured availability of national association accreditations.

**Clinic Director** | Milwaukee, WI | 2010 - 2017

Served as a site leader, active clinician, and troubleshooter in six of Wisconsin's highest volume clinics. Integrated two physician-owned outpatient businesses and directed daily operations. Expanded market share and grew sales, raising revenue in underperforming units by as much as 80% totaling \$1.2 million annually.

**Approved Clinical Instructor** | 2011 - 2020

**Physical Therapist** | 2008 - 2010

***Built a Positive, Equitable Working Environment***

- **3% average annual increase in employee compensation enabled** by representing workers in discussions of company mission and values and ensuring high standards in the state's hiring, onboarding, and training practices.
- **Advanced the promotion of four clinicians** to director status by gaining insight into each person's goals and then mentoring the actions needed to realize career objectives.
- **Broadened the corporate bereavement policy** by supporting the movement for increased away time and winning eventual HR approval to modify program provisions.
- **Demonstrated how to put into practice the organization's mission**, vision, and values by modeling desired behaviors during on-site visits in support of the timely, efficient integration of seven acquired, out-of-state entities.
- **Less than 4% attrition rate scored** by sustaining a workplace culture managed through servant leadership that recognized the importance of family and offered professional development and career growth.

***Elevated the Clinic's Value to the Community***

- **\$20,000 in daily revenue preserved** by maintaining operations while restoration crews repaired severe damage.
- **Contributed to the formation of the firm's clinical excellence program** by conducting research on patient outcomes, inputting to the design of questionnaires, and determining compelling means of measuring therapy effectiveness.
- **Expanded community awareness** of the value of physical therapy and the company's prominence as a caregiver by participating in extracurricular promotional and free-clinic events.

**ADDITIONAL EXPERIENCE**

**Athletic Trainer**, University of Wisconsin Health Services

**Athletic Training Intern**, Cleveland Browns Football

**EDUCATION / PROFESSIONAL TRAINING / CERTIFICATIONS**

**Master of Business Administration in Healthcare Administration**, University of Massachusetts

**Bachelor of Science in Kinesiology & Exercise Science**, University of Wisconsin

**Doctor of Physical Therapy**, Temple University

**Master of Physical Therapy**, University of Wisconsin

Approved Clinical Instructor

Strength & Conditioning Specialist, Dry Needling Institute

**LICENSURE / LANGUAGES**

Physical Therapist (Illinois, Maryland, Virginia, Washington, Wisconsin) • Athletic Trainer (Wisconsin)

Fluent English • Intermediate conversational Spanish